

**PROCEEDINGS OF THE BROWN COUNTY**  
**HUMAN SERVICES COMMITTEE**

Pursuant to Section 19.84 Wis. Stats., a regular meeting of the **Brown County Human Services Committee** was held on Wednesday, July 25, 2012 in Room 200 of the Northern Building – 305 East Walnut Street, Green Bay, Wisconsin

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**Present:** Chair Evans, Supervisors La Violette, Robinson, Hopp and Haefs  
**Also Present:** Kevin Brennan, Jim Kasprzycki, Jim Hermans, Tim Schmitt, Brian Shoup, Carole Andrews, Jerry Polus, Jeremy Kral, media

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**I. Call Meeting to Order:**

The meeting was called to order by Chair Pat Evans at 6:01 p.m.

**II. Approve/Modify Agenda:**

Motion made by Supervisor La Violette, seconded by Supervisor Hopp to move Item 9 to follow Item 1d. Vote taken. **MOTION CARRIED UNANIMOUSLY**

Motion made by Supervisor Robinson, seconded by Supervisor La Violette to approve agenda as amended. Vote taken. **MOTION CARRIED UNANIMOUSLY**

**III. Approve/Modify Minutes of June 27, 2012.**

Motion made by Supervisor Hopp, seconded by Supervisor Robinson to approve. Vote taken. **MOTION CARRIED UNANIMOUSLY**

**Comments from Public** - None

**Report from Human Services Chair, Patrick Evans:**

No report.

**1. Review Minutes of:**

- a. **Aging & Disability Resource Center of Brown County (July 11, 2012).**
- b. **Board of Health (January 10, 2012 and March 13, 2102).**
- c. **Children With Disabilities Education Board (May 22, 2012).**
- d. **Veterans' Recognition Subcommittee (June 19, 2012 and July 17, 2012).**

Motion made by Supervisor La Violette, seconded by Supervisor Robinson to receive and place on file Items 1a – 1d. Vote taken. **MOTION CARRIED UNANIMOUSLY**

*Although shown in the proper format here, Item 9 was taken at this time.*

**Communications**

2. **Communication from Supervisor Dan Robinson re: Request that the Human Services Committee consider merging the Human Services Committee and Human Services Board. Referred from July County Board.**

Robinson indicated that Assistant Corporation Counsel Kristin Hooker had provided a memo with regard to this matter and it is on the Supervisors' desks. In sum, the final paragraph of the memo says that legally the Human Services Committee and the Human Services Board cannot be combined. What can be done is go through the legal steps to eliminate the Human Services Committee and only having a Human Services Board that reports to the County. This Board would then serve as the group overseeing Human Services.

Robinson continued that the issue then becomes the feasibility of having one group made up of citizens and elected officials overseeing Human Services and reporting to the Board. It is Robinson's understanding that there are counties in Wisconsin that have this arrangement. The question becomes is it worth doing and the reason he brought this up in the first place was for twofold. One would be efficiency for the staff and it seems that anyway it can be made more efficient for the staff should be considered. Secondly, he felt that this would allow for greater citizen input as to what is being enacted. In looking at the County Code, there is a section that establishes a Human Services Committee, but there is also a section that establishes a Human Services Board that shall have charge of the integrated human services program for Brown County. Robinson stated that the Human Service Committee is fiduciarily responsible with the funds in terms of reporting to the Board and he felt that there is confusion with the way the Code currently exists. In order to clear up confusion and in order to have citizen input and be more efficient he felt that this is something that should be explored.

Supervisor Hopp clarified that the Human Services Board is required by the State and Human Services Director Brian Shoup stated that that is correct. At some point they decided that rather than having the Human Services Board report directly to the County they wanted to filter it through the Human Services Committee and that is how the Human Services Committee was created. Hopp asked if the Human Services Board required that there be both elected and non-elected members. Shoup stated that it does and further he had his assistant do a survey to find out what other counties were doing. In some counties, what was referred to as the Human Services Committee was in effect the equivalent of Brown County's Human Services Board. Shoup continued that statutorily every county has to have some entity, regardless of what it is called, that fulfills the function of Chapters 46 and 51.

Robinson said that Section 46.23 of the Statute Statutes states that "in any single county or multi county department of Human Services the County Human Services Board shall be composed of not less than 7 nor more than 15 persons . . . not less than one-third nor more than 2/3 of the County Human Service Board members may be members of the County Board of Supervisors."

La Violette felt that having one Board or Committee makes a great deal of sense and would be much more efficient. She wondered if this situation is very similar to the library in that we have a Library Board plus the Ed and Rec Committee that determines how much the Library Board gets to spend. Shoup responded that he is uncomfortable talking about the intent of the Human Services Board because he was not here when it was created. He did feel, however, that there might be a rough analogy to La Violette's example and he thinks that the way things have functioned to some degree is that the Human Services Committee is the entity that receives the budget from the County Executive and he thinks that that function more than anything else determines the levy of taxes.

Evans can appreciate the idea of having one body to alleviate the need of staff to go to a lot of meetings, but he felt that the Human Services Board was an advisory committee. He stated that as elected officials, the Board is very accountable to the people of Brown County. He continued

that the argument is made that they want to give people different perspectives and different insights and education. He stated that there are tons of Boards where people get appointed and the majority of these appointments are political. He wants people who are accountable making the heavy decisions with big money. The Human Services budget is \$105 million dollars and Evans does not wish to put this in the hands of people that are appointed by someone rather than elected. He did not feel there was a lot of responsibility or repercussions for people who are appointed. Evans continued that he understood where Supervisor Robinson was coming from, but he will fight this tooth and nail. He also noted that the Human Services Committee meetings are open to the public and the public can speak and give ideas at any time. He felt that this would also erode the power of the Supervisors.

La Violette did not get the impression that anyone was suggesting that the County Board members abdicate their power. She would not have a problem with a Board that includes members of the County Board as well as members of the public. She hears at meeting that we have to respect the taxpayer and their dollars and but noted there are many ways of spending the tax payer's dollar and one way is having staff attending multiple meetings to hear the same issues repeated over and over and she does not feel that is a good use of tax payer dollars.

**Motion made by Supervisor La Violette, seconded by Supervisor Robinson to look at this further and take it to the full County Board that we propose a Committee or Board to meet the statutory requirement with the majority being members of the County Board and the remaining members be from the public. No vote.**

Shoup stated that there may be a way to accomplish some of the goals of La Violette without compromising the concerns that Evans had. He stated that in checking out what other counties do he came across a situation in Outagamie County in which it appears that they have two separate entities similar to what we have in Brown County. Most of the year they function as one with the Chair of the Human Services Committee presiding. Consequently there are joint policy discussions and joint educational presentations but the committee, all County Board members, receive and act upon the County Executive's proposed budget.

Haefs felt this was a complicated matter and out of courtesy to the supervisors he would like to see this held for a month so they can meet with staff. He agreed with Evans that for practical purposes he does not think the current format should be changed. He continued that he would like to see another opinion from the new Corporation Counsel and he also mentioned earlier in the year that cutting the Human Services Committee down to five members from seven was terrible, especially given the amount of the Human Services budget. Secondly, he would not ever give anyone other than an elected official the power to not only levy taxes but also to set the policies. The other thing he sees with the Boards is that you don't always get a mix of citizens that represent all of the areas. The advantage to having all supervisors on a Committee is that they walk the streets in their districts and you get a real cross section of what the county is like.

Hopp stated that he would not support the motion as it stands and he agrees with Haefs and Evans and that is why he asked if the State required there would have to be non-elected officials on the board if we went to simply a Human Services Board. He does appreciate Supervisor Robinson's efforts and backs him totally in trying to become more efficient and he also agreed with Haefs that some additional time to come back with a better alternative to keep the checks and balances in place would be appropriate.

**La Violette wished to add to her motion that this be held for one month.**

Robinson felt that the questions asked and issues raised were all good and he is glad to have time to bring this back. He felt that Evans raised a good point as to responsibility and accountability. If a lot of this falls on the issue of accountability for budget approval, it would seem to him that this Committee cannot approve the budget. They can pass it along and can recommend it, but approval comes from a solely elected body and that is the County Board. He continued that in looking at the state statutes they talk about the Human Services Board and define that it is responsible for submitting a final budget to the County Executive who then submits it to the County Board for approval. He sees this as the State making allowances for non-elected people to be involved in the budgeting process and if the County Board is the ultimate approver of the budget which is solely made up of elected officials, he does not see a problem in diluting accountability but he recognized that this does need some further exploration.

**At this time, Supervisor La Violette stated that she would like to withdraw her previous motion.**

**Motion made by Supervisor Robinson, seconded by Supervisor Hopp to open the floor to let interested parties speak. Vote taken. MOTION CARRIED UNANIMOUSLY**

Carole Andrews, 415 Beaupre Street, Green Bay, Wisconsin  
-Andrews stated that since she is no longer a Supervisor there is a position available on the Human Services Board for anyone what was interested. She has remained on the Board as a citizen. She continued that the presentation earlier in the meeting was a condensed version of what they have been working with on the Human Services Board for quite some time. They get the educational pieces and discuss the direction that staff brings to the Board with what they are working on and what the issues are and there are members from the community who try to shape the priorities for the budget without having to worry about the money. The budget gets put together by staff and then goes to the County Executive and then to the Human Services Committee. She stated that the Human Services Board holds a budget hearing and listens to people and they go through much the same process as the HS Committee does. She is not uncomfortable with the process because she believes the notion of having to look at the need and what they can do about it separately from what they can afford to do about it is beneficial. She shares the concern about people who have not been given authority by the voters committing funds. She felt that if there are people that want to be in a position to spend taxpayer money they should run for office. She also wished to point out that there were a number of other items on the agenda that do not have anything to do with Human Services. She stated that if the Human Services Committee were made into the Human Services Board, you would have to worry about where some of the other departments would report. Andrews continued that a lot of funds and a lot of time are tied up with what is done in Human Services, but that is not everything the Committee does.

**Motion made by Supervisor La Violette, seconded by Supervisor Hopp to return to regular order of business. Vote taken. MOTION CARRIED UNANIMOUSLY**

**Motion made by Supervisor La Violette, seconded by Supervisor Robinson to hold for one month. Vote taken. Ayes: Robinson, La Violette, Hopp, Haefs  
Nays: Evans  
MOTION CARRIED**

*At this time, 7:39 p.m., Supervisor Haefs was excused.*

3. **Communication from Supervisor Fewell re: To reduce all fees for Senior Citizens that Brown County charges by 33% including golf course, zoo, museum, Frisbee golf, rental fees, Register of Deeds, Medical Examiner fees, all County Clerk fees, including boat launch fees to honor all Senior Citizens in Brown County. Referred from July County Board.**

Evans stated that he had been advised by Supervisor Fewell that this communication was made so that every committee could understand that there were many fees that are in place for senior citizens.

**Motion made by Supervisor Hopp, seconded by Supervisor Robinson to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

#### **Veterans Services**

4. **Director's Report.**

CVSO Jerry Polus wished to make the Committee aware of several items. The first item is the Veterans Appreciation Day at the Brown County Fair which will be held on August 18, 2012. This is an annual event, however, this year it has been expanded to run from noon until 8:00 p.m. Veterans Services has partnered with other area veterans organizations in Brown County and there will be a tent full of information booths of veterans' organizations in Brown County as well as representatives of the State and Federal VA, the Veterans Center and the Job Center. A welcome ceremony for veterans will be held at 6:00 p.m., followed by a table ceremony by Rolling Thunder and door prizes. The Air Force Band of Mid America will perform from 7:00 – 8:00 p.m. Veterans may obtain free tickets for themselves and their spouse for this event. Expenditures for the event will be in the neighborhood of \$400 - \$500.

Polus also provided an update on the new Veterans Clinic and stated that construction is ahead of schedule and the target opening date is June, 2013. He will update this Committee further on this in the fall as he has a meeting set up for September with the VA. They have not started recruiting yet except on a very limited basis for key positions. Polus stated that they anticipate hiring 250 employees and if anyone was interested in a position they can send a resume to Polus who will forward it on to the director's office or appropriate department head at the VA. He continued that they are setting up a transition team soon and will be doing some legwork in preparation as the construction moves forward but activity will really pick up after the first of the year.

The third item Polus wished to report on is the monthly program for veterans held at the ADRC on the first Friday of the month. These programs consist of a guest speaker followed by free lunch for veterans and their guest and they continue to have an average attendance of 75 – 100 people at these meetings. This gives an opportunity to provide information not only on VA programs, but also on other community programs of interest to aging individuals.

Polus concluded his report by talking about the Veterans Treatment Court program. Polus stated that they began taking people into the program several months ago and they currently have six Veterans in the program with six more pending that should be coming to Court within the next 30 days. They continue to move ahead in a very positive manner and they recently received good news from the VA that a much solicited position they asked for a year ago has been approved for a clinical social worker. This is a key member of the Veterans Court team and serves as a liaison between the veteran and Court and healthcare system. He continued that they have three subcommittees in Veterans Court, a steering committee, a policy and procedure committee and a program and human relations committee that meet regularly. He also stated

that they have developed a very good mentor program and they have also developed some good community relationships with the group community shelters and the Vets Center. He also stated that they have been very successful in fund raising and received approximately \$2,000 from veterans organizations to help with start-up costs and they have recently received a \$5,000 grant from the Kress Foundation. Additionally, they are in the process of applying to the Green Bay Packers Foundation for a \$7,500 grant. Polus noted that this program is run with no tax payer dollars. Court is held on Friday afternoon at 3:00 p.m. with Judge Kelley presiding.

**Motion made by Supervisor La Violette, seconded by Supervisor Hopp to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**Aging & Disability Resource Center**

**5. ADRC Summary Report – Fiscal Year to Date June, 2012.**

**Motion made by Supervisor La Violette, seconded by Supervisor Hopp to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**Human Services Department**

**6. 2013 Five-year Capital Improvement Plan.**

**Motion made by Supervisor Hopp, seconded by Supervisor La Violette to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**7. Budget Adjustment Request (#12-59).**

This budget adjustment is to transfer funds for the purchase an automobile that will be used for client visits in the Community Options Program and Community Integration Program. Hopp asked if the vehicle being purchased was new or used it was answered that it is a used 2010 Chevrolet Impala. Finance Manager Tim Schmitt stated that this was for half of the cost of the vehicle and the other half had been budgeted.

**Motion made by Supervisor La Violette, seconded by Supervisor Robinson to approve. Vote taken. MOTION CARRIED UNANIMOUSLY**

**8. Executive Director's Report.**

Human Services Director Brian Shoup referred to his Director's Report, a copy of which is attached. He also introduced Jeremy Kral to the Committee. Kral is the new Director of Community Programs. Kral gave the Committee a brief summary of his past employment and thanked the members of the Committee for the opportunity to come to Brown County and said he is happy to be here.

Shoup reported that their LEAN activities remain very robust and this will continue into the future. He reported that Supervisor Hopp has been appointed to the LEAN Committee. Shoup continued that they recently held a LEAN event on trying to streamline the vendor contracting process. This is a difficult process because they generally have to wait until the County Board passes the annual budget and then they have approximately two months to execute several hundred contracts. A number of efficiencies were found in the LEAN event. They have also just completed a LEAN event to streamline the billing process for the Comprehensive Community Support. What was noteworthy about that is that two other counties expressed an interest in learning more about the LEAN process. These Counties were

Door and St. Croix and they wanted to sit in on a LEAN event but staff asked them to participate in the LEAN event to bring another perspective to the table.

Additional LEAN events slated for the next several months are described on Shoup's Director's Report. He spoke about the LEAN event they intend to do on their emergency detention process. This came about as a result of a walk through that had previously been done of the emergency detention process. They involved the Sheriff's Department, Aurora Hospital emergency room, CTC, and Crisis Center in the walk through along with a volunteer from the ADRC to act as a client. It started with a detainment by Cpt. Schultz of the Sheriff's Department. The individual was detained, taken to Aurora, and the Crisis Center was involved and finally the staff at the CTC. One of the many things that they found through this process was the number of times the client had to tell their story to various people. They identified a number of redundancies and Shoup felt that his staff had a new appreciation as to the amount of time it takes law enforcement to handle these matters.

Shoup also thanked Evans for brokering the meetings with CESA 7. They met recently regarding a project to develop a local alternative to Lincoln Hills. They are looking to use our corrections department and the Sheriff's Department along with detention facilities and he stated that Evans was very help in getting CESA 7 involved in this.

Shoup concluded his report by talking about the effect of Executive Committee reviews of budgeted position vacancies as outlined in Number 6 of his report. La Violette agreed with Shoup and felt that this boils down to a control issue and in controlling things, no matter how well intentioned it is, a lot of tax payer dollars and staff time is being wasted. She fully supports streamlining this process. Robinson agreed with Shoup and La Violette and stated that he is not sure all Supervisors understand the implications of the current procedure.

**Motion made by Supervisor Hopp, seconded by Supervisor Robinson to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

9. **Overview of Child Protection.**

Jim Hermans, Manager for Child Protective Services introduced Jim Kasprzycki, Supervisor in Child Protective Services and Kevin Brennan, Child Protection Ongoing Supervisor to the Committee and thanked the Committee for the opportunity to make this presentation.

Hermans stated that Child Protective Services has a responsibility that is unique to counties in Wisconsin. Chapter 48 of the Wisconsin Statutes provides for a formal delegation of responsibility from the State to the counties to protect children in areas of safety and health. They are obligated to intervene when there are reports that rise to the level of investigation or assessment and they must go out to make sure the children are okay. That includes strengthening the family whenever possible so the child or children can remain in the home safely. He continued that there are a variety of partners in the work such as Corporation Counsel and juvenile court as well as a variety of service providers and other agencies in the community that they team with and work collectively with to make sure there is safety for children.

At this time, a Power Point presentation was given, a copy of which is attached. Following the Power Point presentation, several Committee members had questions.

Robinson thanked the presenters and stated that he found the presentation helpful. With regard to the best practices and the intake worker having to make a determination as to the timeframe of intervention, Robinson asked if with the increased numbers of intakes, more were falling into the same day category or 24 – 48 hour period than in the past. Brennan answered that the percentage of cases that they address is based on a supervisory decision and this has remained fairly consistent throughout the year but the volume of phone calls they receive is going up. He could not give a solid answer as to how many cases are same day cases, how many are 24 – 48 hours and how many are five day cases. Brennan stated that there are also cases that they screen out and do not do anything with. He stated that the percentage of reports that are investigated has remained fairly steady at about 35%. He continued that the intensity and complexity of the cases has gone up and what they see in the ongoing cases that are going through court is that the children are severely damaged and he struggles to find placement for these kids. He noted that many cases have co-occurring issues along with abuse such as AODA, mental health issues, poverty and homelessness and domestic violence. They are seeing more of this type of case but he does not have a good answer as to why that is.

Robinson asked what determines when someone leaves the program. He wondered if there was a time frame or certain criteria that needed to be met. Brennan stated that when they find a child who has been hurt or neglected, the initial assessment yields results of contributing factors which could include AODA issues, mental health issues and parenting practices. When they go to court there are conditions ordered based on the issues that make the child unsafe. Even after the child is returned to the home, the court order remains open for a year and can also be extended or terminated early. They use good assessment skills to determine what is going on in the home and what led to the abuse or neglect and then work on the elimination of those issues.

Robinson asked if parent education or parenting classes were part of the system. Herman stated that they have a family training program which is based on trying to organize a family to find out what kind of structure they may need. They also have another parenting group that will go into the home and go over parenting practices with the families so they do not have to become part of the system. Herman continued that whenever they find a gap in a service they look to help develop services or create or bring about services that are needed. He continued that they are a purchaser of some of these services, but only as a last resort. They first look to the families to acquire the services if they have the means.

Robinson also asked for an explanation of Kinship Care. Brennan stated that this program started 14 – 15 years ago and was an offshoot of the economic support unit. Brennan explained that this program involves relatives taking care of kids and there are currently about 280 kids on the program, although few of those are involved with child protective services. It involves a process whereby if a child is staying with a family member, the family member has the ability to apply for Kinship Care. A Kinship Care worker then meets with the family and qualifies them for medical assistance as well as \$220 per month per month to care for the child. There is criteria that needs to be met, and one of the main criteria is that were it not for that child living with the relatives, that child could be in need of protection services.

Hopp also thanked the presenters for the information. Hopp wanted to know what percentage of cases are repeats. Brennan stated that although they do not keep statistics, there are repeat families that keep being referred to the system. He noted that there are families that continue to get referred but it is still not enough for them to become formally involved for reasons such as there are no injuries, the kids are not unsafe but there are factors that could lead to an unsafe situation and they keep coming into the system. What they do with these families is



assign this to an intake worker and it would be that worker's job to establish a good relationship with the family in an attempt to get them to voluntarily work with the department. Good engagement skills of the frontline staff are essential for this.

Kasprzycki stated that their efforts are to divert from formal court proceedings whenever possible as this is what Chapter 48 requires. If they can engage families in a voluntary way in somewhat of an earlier intervention manner, they can prevent abuse from occurring. They like to reach out to as many families as they can, but he noted they have limited availability in terms of time to do that. He continued that they can see what might happen if help is not available and they do have services they try to connect families with. Quite often this is helpful, but there are some families that do come back more than once.

Robinson asked what is needed from the Committee. Kasprzycki stated that last year the Committee, and the department and the County Executive and County Board was very supportive and helpful in that they were able to add additional positions to the workforce. These positions were mainly devoted to the intake portion of the operation due to the numbers and demands and the fact that they want to do their best work at the first contact point. They are currently seeing abuse and neglect numbers that are alarming and this is really straining staff. They have had to put two temporary workers on to meet timelines and requirements. They may be coming back in need of additional support at budget time and Shoup will lead them in that direction if this becomes necessary. Kasprzycki continued that they have also started conversations under the leadership of Shoup with the United Way to reach out to that organization to start conversations with that group and related partners to talk about what can be done to prevent child abuse and neglect from occurring. They are not just sitting back and waiting for reports and then trying to react and respond to them, they are trying to do what they can as a partner in the community to prevent the abuse and neglect from happening in the first place. Kasprzycki stated that he appreciated the Committee's support and wanted them to have awareness and he felt that this presentation was a step in the right direction.

Robinson asked if there was anything the County Board or this Committee could do outside of increased dollars in terms of community support. Shoup responded that one of the things that the management team has looked at is that the majority of the increase in reports is not coming from newly mandated reporters. It is Shoup's understanding that the bulk of the increase is coming from the general public and he felt that this was a significant development and reflects that any attention and focus that this Committee can give would be moving in the correct direction. Kasprzycki agreed with Shoup and stated that the degree the Committee can help with community awareness of the need to report abuse and neglect would be a big help. Brennan also agreed and said that they need to evolve with the community and with best practice. The United Way recognizes this as well and would like to help in this complex issue and there is no one thing that causes it and there is no one thing that is going to prevent it or mitigate it.

Evans stated that there is no area in Brown County that is immune to the child abuse issues. He felt that people need to realize that there are significant family structural problems right in our own neighborhoods. Once this is realized, we can figure out how to handle it. Evans felt that public knowledge was always the best. Evans continued that with the increasing child abuse and neglect numbers, there needs to be more proactive efforts but recognized that we need the community and community partners involved and this is why it is important when it comes to budget time to evaluate the partner programs. The Committee must evaluate programs that are non-mandated by the State but significantly impact our County to find a way to keep the programs that benefit the citizens.

Shoup said that one of the reasons they approached United Way is because they have a repository of some particularly good data that Human Services would not otherwise have access to. This includes data that can describe some of the at risk behaviors in families and other data that can be very helpful in allowing the partners to work with a little more precision.

Haefs recognized that this was a wide spread problem, but he also understood that his district has changed a lot since he became a supervisor in 1992. He asked if there was a concentration of where the abuse and neglect cases occur. His district has a large number of minorities and probably has the lowest income district in the County and the fewest number of college education people. Brennan answered that they have been able to determine where their business comes from based on zip codes and they have found that child abuse and neglect is closely associated with poverty and poverty-related issues. Generally, the near east side and near west side have the largest concentration of cases, however he also noted that there are absolutely cases in other areas such as Howard, Bellevue and Pulaski. Haefs would like to see the breakdown of cases by zip code and it was indicated that that information could be provided. Haefs stated that there is a duty according to County Code to put together a group of people made up of supervisors and people in the community to form a diversity committee to talk about issues such as this. He had asked several Vice Chairs to do this and they did not want to do it. He felt that something like this this would be beneficial and he would like to see it happen. He stated that there are still a lot of very good neighborhoods with a lot of good families but he recognized that there are also a lot of problems coming our way from other areas.

Kasprzycki stated that people are moving into the community looking for opportunities but often they have little or no support system and are under a great deal of stress including economic stress. There are a number of factors that they see and this is not limited to any economic group, although people who are suffering from the problems associated with poverty and stress upon stress upon stress makes it more likely that abuse and neglect result. He continued that Human Services have been to all parts of the County for abuse and neglect issues and this is really an issue of importance everywhere. They are seeing more reports coming from the inner city neighborhoods where there are other stressors and conditions occurring. Brennan stated that what they are talking about is correlation and not causation and wanted to make it clear that all poor people do not by default hurt their children.

La Violette felt this discussion was very informative and thanked the presenters. She applauded Shoup for reaching out to the United Way because dealing with these issues is going to cost money. This money either needs to come from government, private sources or a combination of both.

Robinson stated that at times there are implications that abuse and neglect problems are related to certain cultural or ethnical groups and he wondered if data on that was available. Brennan stated that the data gathered does not include information on cultural or ethnicity.

Hopp asked how often Human Services sees people self-reporting and asking for help. Herman says it actually happens quite a bit. People come and say they are at their wits end and have several issues such as AODA issues or domestic violence issues and they need help. Those cases are included in the overall numbers. Brennan stated that usually when people come to them and ask for help they have been through several other options such as priest, counselors or school social workers. Herman said they do whatever they can in those cases to be of help because they recognize what it takes to get to that point and call.

**Motion made by Supervisor La Violette, seconded by Supervisor Robinson to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**10. Financial Report for Community Treatment Center and Community Programs.**

Schmitt stated that the CTC results are in through May and they are projecting a levy deficit of \$129,000 and this is due primarily to low census in the hospital which results in lower revenues than expected. He noted that the census has increased in recent weeks. With regard to Community Programs, year to date figures show a surplus of \$209,000 and they hope to continue this trend through the end of the year.

**Motion made by Supervisor La Violette, seconded by Supervisor Hopp to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**11. Statistical Reports.**

- a. **Monthly Inpatient Data – Community Treatment Center.**
- b. **Monthly Inpatient Data – Bellin Psychiatric Center.**
- c. **Child Protection – Child Abuse/Neglect Report.**
- d. **Monthly Contract Update.**

Shoup called the Committee's attention to the Bellin report and stated that he has requested Bellin to change their report format to contain only information that applies to Brown County.

**Motion made by Supervisor La Violette, seconded by Supervisor Robinson to place Items 11a-d on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**12. Approval for New Non-Continuous Vendor.**

**Motion made by Supervisor Robinson, seconded by Supervisor La Violette to approve. Vote taken. MOTION CARRIED UNANIMOUSLY**

**13. Request for New Vendor Contract.**

**Motion made by Supervisor Robinson, seconded by Supervisor La Violette to approve. Vote taken. MOTION CARRIED UNANIMOUSLY**

**14. Audit of bills.**

**Motion made by Supervisor Hopp, seconded by Supervisor Robinson to pay the bills. Vote taken. MOTION CARRIED UNANIMOUSLY**

**15. Such other Matters as Authorized by Law.**

- a. **Discussion regarding setting the date for the Human Services Budget Meeting.**

A discussion was held with regard to setting a date for the Human Services budget meeting. It was decided that October 23 works for the Committee.

Hopp stated that he noticed that the minutes the Committee receives for review from other boards and committees are sporadic and he wonders why they are not forwarded to the Board

office in a more timely manner. Evans stated he will advise the reporting committees that they need to be more expeditious.

Robinson stated he would also like to get an update as to the status of the wind turbine issue. Evans explained the status to him following the meeting.

**Motion made by Supervisor Hopp, seconded by Supervisor Robinson to adjourn at 8:15 p.m.  
Vote taken. MOTION CARRIED UNANIMOUSLY**

Respectfully submitted,

Therese Giannunzio  
Recording Secretary

## *Interoffice Memo*

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**TO:** Dan Robinson, Brown County Board Supervisor  
**FROM:** Kristen M. Hooker, Assistant Corporation Counsel  
**SUBJECT:** Human Services  
**DATE:** July 25, 2012

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Pursuant to your request, I analyzed the following: (1) whether the Brown County Board of Supervisors ("Board") has the authority to combine the Human Services Committee and the Human Services Board into one functioning body; and (2) if so, the manner in which said entity would be required to report to the Board.

Per Brown County Code, §§ 2.05 & 2.10, the Board, as authorized under Wis. Stat. § 59.03, created Committees "of the County Board" that have policy oversight authority "for all programs and activities of Departments, Offices, Boards, Commissions and Authorities under their respective oversight authority" (hereinafter "standing committee(s)"). Brown County Code, § 2.05(2). Accordingly, any "Committee, Board, Council or Authority requesting County Board consideration on *any issue* shall refer the request to its standing committee . . . for consideration and referral to the County Board as deemed appropriate." Brown County Code, § 2.05(3) (emphasis added.). In fact, unless the Brown County Code provides otherwise, the Board is not to act "on any proposal brought it unless a standing committee has considered and acted upon [it] . . . ." Brown County Code, § 2.05(5). With regard to the topic at hand, the Brown County Code does not "provide otherwise."

Currently, the standing committee for not only the Department of Human Services, but the Human Services Board, is the Human Services Committee (hereinafter the "H.S. Committee"). Brown County Code, § 2.10(1) & (2). As stated above, the H.S. Committee, as well as the other standing committees of the Board, were created under the authority provided to it by Wis. Stat. § 59.03, which states in pertinent part that "[e]very county may exercise any organizational or administrative power, *subject only to the constitution and to an enactment of the legislature . . .* ." (emphasis added.)

Upon review of Art. XIII, § 9 of the Wisconsin Constitution, it provides that "[a]ll county officers whose election or appointment is not provided for by this constitution . . . shall be elected . . . or appointed by the Board of Supervisors . . . as the legislature shall direct." And, in turning to Wis. Stat. § 59.13, the legislature does direct that the Board "may by resolution . . . authorize their chairperson to appoint . . . committees from *the members of the board . . .* ." In reading Wis. Stat. §§ 59.03 and 59.13 together with Art. XII, § 9 of the Wisconsin Constitution, because the Board decided to create standing committees under the aforementioned statutory procedures, their membership must come entirely from the Board of Supervisors, as opposed to civilians, providers, and/or service consumers. And, because no matter shall be brought before the Board absent advance consideration and referral by the appropriate standing committees, the current set-up would not allow for an entity consisting of both Supervisors and Non-Supervisors to report directly to the Board.

That being said, assuming that the County's Human Services Department was established

pursuant to Wis. Stat. § 46.23(3)(a) and the local plan developed in accordance therewith does not provide otherwise (I say “assuming” because this has yet to be confirmed, but appears to be the case based on some of the language set forth in Brown County Code, Chapter 5), “the County Board may transfer the powers and duties of the following to the County Department of Human Services: (a) a county unit created by the County Board of Supervisors exercising authority under Wis. Stat. § 59.03. . . .” Wis. Stat. § 46.23(3)(b). Because § 2.05 of the Brown County Code created standing committees pursuant to Wis. Stat. § 59.03, the powers and duties of the H.S. Committee could be transferred by the Board to the Department of Human Services under the authority granted it per Wis. Stat. § 46.23(3)(b). And, if transferred to the Department of Human Service in accordance therewith, the Department would not only be allowed to create a Human Services Board consisting of both Supervisors, as well as Non-Supervisors, but would be required to under Wis. Stat. § 46.23(4).

In sum, under the current structure, the Human Services Board could not be combined with the H.S. Committee. The Human Services Board could, however, replace the H.S. Committee under Wis. Stat. § 46.23, but it would require: (1) Board approval; (2) a repeal of several of the Brown County Code provisions referenced herein; and (3) the enactment of several new Brown County Code provisions that adhere to the pertinent portions of Wis. Stat. § 46.23, as well as a possible revision to the local plan developed in accordance therewith. If accomplished, then there could arguably exist a Human Services Board, consisting of both Supervisors and Non-Supervisors, that reports directly to the Board and possess the same powers/duties as that of a standing committee enacted under Brown County Code, § 2.05.

## Executive Directors Report

July 25, 2012

1. **Introduction of new Director of Community Programs - Jeremy Kral.** It's my pleasure to introduce Jeremy Kral as our new Director of Community Programs. He has previously served as Human Services Director at Marquette County for three years and as manager of long term care services prior to that. He developed the Marquette County Family Care transition plan and successfully guided its implementation.

Mr. Kral started his employment on June 2 and he has immediately taken charge of the Community Programs Division.

2. **Family Care Update.** The human services directors within the NEW Family Care district met with Rep. John Nygren earlier this month regarding concerns about crisis services for clients in residential placements made by Family Care organizations. Statewide, this has become a problem and county human service agencies have frequently incurred costs when these clients have come through their crisis services. The directors discussed with Rep. Nygren the possibility of legislative relief along with other possible strategies that could be implemented prior to implementation of Family Care in Northeast Wisconsin.

A follow-up meeting with Rolf Hanson, CEO of NEW Family Care, is also scheduled. Mr. Hanson is sensitive to this problem and is proposing some additional strategies to mitigate these concerns.

3. **LEAN Activity.** A two-day LEAN event has conducted in June to streamline the annual vendor contracting process. The Department of Health Services area administrator, Chris Craggs was invited to participate as was Rolf Hansen. Both appreciated their first experience with LEAN methodology.

Additional LEAN events slated for the next several months are...

- General streamlining and efficiencies within the **Bay Lake Economic Assistance Consortium**. This will involve five county human services agencies.
- Streamlining the billing process for **Comprehensive Community Support**. [This event actually concluded today with two human services directors from Door and St. Croix Counties participating.]
- Efficiencies processing the **accounts receivable** activities within Community Programs.
- Shortening the entire **emergency detention process** and building in greater client sensitivity. This will integrate "Walk-through" process improvement methodology with LEAN and involve participants from Human Services, the Sheriff's Department and other law enforcement, an area hospital, and the Crisis Center.

4. **2013 Budget proposal.** Human Services management will be presenting its proposed 2013 budget at the August HS Board meeting. It will likely include additional child protection positions, a quality improvement/Electronic Records System position, and additional limited-term case managers in the long term care units to prepare for Family Care implementation. At the same time, there will be accompanying spending reductions in a variety of areas.
5. **Local alternatives to Corrections.** I want to thank Chairman Pat Evans for “brokering” a new potential partnership with CESA 7, which has the potential for enhancing the local initiative involving Brown County Corrections and our Juvenile Justice Unit. Our goal is to develop a cost-effective alternative to state correctional placements for youthful offenders.
6. **Effect of Executive Committee Reviews of Budgeted Position Vacancies.** Though well intentioned as a cost control mechanism, the review and approval requirement of the executive committee can result in longer interruptions of critical revenue or places the Human Services Department at risk of financial penalties. Our Bay Lake Economic Support consortium, for example, is shouldering a substantially increased caseload of 900 cases per worker. There are state and federal financial penalties that can be levied against our department if we do not meet our performance metrics. When delays of several weeks or more due to the need for Executive Committee approval are added to the time it takes to recruit replacements, we increase our risk of not meeting our performance metrics.

Most of our social worker, counselor, and case manager positions in our mental health clinic and long term care units generate significant Medicaid and other revenues. Many of our support staff positions are connected with the billing process. Delays in filling these positions can place our revenues at risk.

Brown County Human Services returned \$3.9 M from Year 2011 to the county general fund. It accomplished this through various strategic initiatives aimed at reducing institutional and residential placements and developing more community-based and in-home services for children and adults. These strategies not only saved tax levy dollars, they are completely aligned with evidence-based practices and state agency policy. In addition to these initiatives, the Human Services administration also eliminated four management positions through restructuring its leadership at the Nicolet Psychiatric Center which also contributed to these savings.

The point of all this is to suggest that the *real* savings and efficiencies in public services come from holding management responsible for sustained efforts at quality improvement and not from well-intentioned, but non-LEAN processes that often impede recruitment of employees in critical positions.



# Brown County Child Protection

July 25, 2012

# Our statutory authority and responsibility:

Wisconsin Statutes Chapter 48 (the Children's Code) says:

- “The paramount goal of this chapter is to protect children..., to preserve the unity of the family, whenever appropriate, by strengthening family life...and assisting parents...in fulfilling their responsibilities.
- The state of WI tasks the county and circuit courts with the protection of children's health and safety. This task is unique to county government.

# Unit Assignments-

Jim Hermans-Manager

- **Kevin Brennan**
- **Jim Kasprzycki**
- Foster Care Unit-5 staff
- Ongoing Unit- 10 staff
- Kinship Care Unit- 1staff
- Ongoing Unit- 5 staff
- Vol. Coord.-1 staff
- **Lauren Krukowski**
- **Amy Weber**
- Intake- 5 staff
- Intake- 8 staff
- Access (Phones)-3 staff

# By the Numbers

- **Intake Referrals-**
- 2006 3186
- 2007 3065
- 2008 3238
- 2009 3254
- 2010 3685
- 2011 3829
- 2012 referrals (est.) 4960

- This is a 29.53% increase since 2011 This is a 55.6% increase since 2006
- **Ongoing-**
- We are currently working with 195 families and 384 children.
- **Foster Care-**
- We currently have 130 children in foster care, 1 child in an institution

# What we see as best practice

- **Access Phones-** Staff gather as much information as possible from callers.
- Staff also place follow-up phone calls to agencies that fax their referrals.
- **Intake-** Initial Assessment workers make contact with children and families and assess the children's safety within designated timeframes (same day, 24-48 hours, 5 day)
- If children are unsafe, plans are made with both formal and informal supports to keep the children safe in their own home.
- Services are provided on the "front end" to divert from juvenile court and out of home placements whenever possible/appropriate.
- Children are removed from their family and placed in foster care only when their health and safety cannot be provided for.
- Children are diverted from formal juvenile court proceedings to the extent consistent with protection of children and public safety. 48.01 (2) (dm) Wisconsin Stats.

# Best practice, continued

- **Ongoing-** We work with families as intensely as possible, providing the highest quality service in the least restrictive environment. If children are in foster care we encourage co-parenting between the households. Ongoing workers both control for safety threats to the child as well as strengthen the family in the areas that contributed to the child being unsafe (Parental AODA issues, Mental Health Issues, etc.)
- **Case closure-** At case closure we try to have in place as many informal supports as possible to maintain the progress that has been achieved.

# Trends

- We have seen a 55% increase in intakes since 2006, an alarming increase in 2012 of 29.5% since 2011.
- We have seen an increase in the intensity of ongoing cases. We have children with extremely high needs entering our system.
- We have seen a decrease in foster care placement numbers through a combination of intensive in-home services and an increase in termination of parental rights and guardianships

# Initiatives

- We are focusing more time to the “front end”.
- Permanency Roundtables (PRTs)- Brown County was one of 2 pilot counties in 2010 that started Permanency Roundtables, a professional consultation method of case planning designed to achieve permanence in a child’s life as soon as possible. These PRTs are being rolled out statewide as we speak.
- Coordinated Service Teams (CSTs)- This process looks to gather a families formal and informal supports to coordinate case planning that will be sustainable long after the case is closed with Child Protection.
- Strengthened foster care system- The goal is to use foster care as little as possible, however it is through foster parent co-parenting that we are actually able to address the serious issues with children and families better, thus returning children home sooner.
- Pals- Parent Pals, and community PALs specific to CPS, in an effort to continue to build informal supports
- OE- Organizational Effectiveness initiative with state partners to develop effective and efficient teamwork among our units, all contributing to best outcomes for children and families.